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13. ABSTRACT (Maximum 200 words) This document describes the DLA-U plans for implementing TQM. It contains a brief discussion of TQM concepts, methodology for implementation and goals. In addition to focusing on internal improvements, DLA-U will provide TQM information to potential small and disadvantaged businesses as part of their implementation efforts.			
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TOTAL QUALITY MANAGEMENT IMPLEMENTING PLAN
Office of Small and Disadvantaged Business Utilization (DLA-U)

CONCEPT: DLA-U fully supports the DoD TQM initiatives and the DLA TQM Master Plan. We are aware that our commitment to TQM and adoption of its philosophy requires a cultural change in the way we think and do business. Ongoing efforts to improve the Small Business Program will not be abandoned but rather renewed and strengthened under the TQM umbrella. It is recognized that the TQM Master Plan and the DLA Strategic Plan complement each other and that the principals of TQM are embodied within the strategic planning process and the plan itself. The importance of decentralizing TQM planning and execution is acknowledged so as to not inhibit innovation and initiative by primary level field activities. TQM will be made an integral part of the DLA Small Business Program.

METHODOLOGY: TQM Structure - The Staff Director, Office of Small and Disadvantaged Business Utilization, will be a member of the DLA TQM Executive Steering Committee and the Deputy Staff Director, Office of Small and Disadvantaged Business Utilization will be a member of the DLA TQM Executive Working Group. In order to gain the maximum benefit from full participatory management non-supervisory staff members of DLA-U will be afforded the opportunity to submit recommendations, at any time, to enhance the effectiveness of our mission responsibilities as a part of TQM implementation. Recommendations will be submitted through the Deputy Staff Director to the Staff Director for approval.

GOALS:

- o Obtain top down TQM education/training for office staff and Associate Directors of Small Business and Deputies for Small Business.
- o Provide TQM information to potential small and small disadvantaged businesses as a part of outreach efforts.
- o Reexamine and redefine our mission.
- o Reassess internal priorities.
- o Encourage self-initiative, creativity, innovation, and challenge existing processes.
- o Review policies, guidelines, regulations, directives, and manuals which impact the Small Business Program to identify and remove internal obstacles which inhibit or limit success.
- o Identify and remove impediments that adversely affect morale and productivity.

EXECUTION: See Attached

APPENDICES: None

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DLA-U MILESTONES FOR TQM EXECUTION PLAN		CY 1989				CY 1990				CY 1991				CY 1992			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
1	TQM Education/Training. top down. office staff and Associate Directors of Small Business & Deputies for Small Business.																
1.a.	Research/review/select TQM training source.																
1.b.	Nominate/schedule office staff for training.																
1.c.	Schedule training for Associate Directors of Small Business & Deputies for Small Business																
LEGEND: O SCHEDULED START * SCHEDULED COMPLETION * STARTED																	
@ COMPLETED = ON-GOING PROCESS																	



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DLA-U MILESTONES FOR TQM EXECUTION PLAN		CY 1989				CY 1990				CY 1991				CY 1992			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
2	Promote TQM Outreach		o	=	=	=	=	=	=	=	=	=	=	=	=	=	=
2.a.	Counsel small business					o	=	=	=	=	=	=	=	=	=	=	=
2.b.	Participate in development of TQM brochure for distribution to industry. DLA-B is OPI for this action.		o	=	=	#											
2.c.	Distribute TQM brochure						o	=	=	=	=	=	=	=	=	=	=

LEGEND: o SCHEDULED START # SCHEDULED COMPLETION * STARTED
 @ COMPLETED = ON-GOING PROCESS

DLA-U MILESTONES FOR TQM EXECUTION PLAN		CY 1989				CY 1990				CY 1991				CY 1992			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
3	Reexamine/redefine mission																
3.a.	Compare existing mission statement against current and projected workloads																
3.b.	Identify functions which have been added, significantly changed, or modified																
3.c.	Update/revise mission statement to accurately reflect current mission responsibilities																

LEGEND: O SCHEDULED START * SCHEDULED COMPLETION * STARTED
 @ COMPLETED = ON-GOING PROCESS

DLA-U MILESTONES FOR TQM EXECUTION PLAN		CY 1989				CY 1990				CY 1991				CY 1992			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
4	Promote increased participatory management	o	=	=	=	=	=	=	#								
4.a.	Institute internal policy to permit non-supervisory staff to make recommendations to enhance office effectiveness	o	#														
4.b.	Identify/remove impediments to morale and productivity					o	=	=	=	#							

LEGEND: o SCHEDULED START # SCHEDULED COMPLETION * STARTED
 @ COMPLETED = ON-GOING PROCESS

DLA-U MILESTONES FOR TQM EXECUTION PLAN		CY 1989				CY 1990				CY 1991				CY 1992			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
5	Review, update, issue Small Business Program policies	o	=	=	=	=	=	=	#								
5.a.	Review, revise, reissue Small Business Program Operations Manual, DLAM 9100.1	o	=	=	=	=	=	=	#								
5.b.	Publish Procurement Technical Assistance Program Administration Manual	o	=	=	=	=	=	=	#								

LEGEND: O SCHEDULED START * SCHEDULED COMPLETION * STARTED
 @ COMPLETED = ON-GOING PROCESS



DEFENSE LOGISTICS AGENCY

HEADQUARTERS
CAMERON STATION
ALEXANDRIA, VIRGINIA 22304-6100

IN REPLY
REFER TO

DLA-Q

6 FEB 1989

SUBJECT: Total Quality Management Master Plan

TO: Staff Director
Office of Small and Disadvantaged
Business Utilization

1. This Total Quality Management Master Plan reflects the thinking of many people. Its objective is to move the Agency into a new life-style of Total Quality Management. Many of our managers and employees welcome the opportunities and challenges associated with embracing TQM philosophy. Unfortunately, some personnel naturally resist any moves that can be perceived as a threat to a business-as-usual false sense of security.
2. These two extremes are natural and understandable phenomena in every community -- DLA being no exception. However, I expect the negative attitudes will be short lived and reoriented for improvement. We can no longer afford complacency to change. As I highlighted in my introductory message to the plan, TQM has my complete support and commitment. TQM requires yours if the Agency is to successfully hurdle the challenges the future holds, and if we are to continue to provide our customers with only the very best logistical support.
3. I want you to develop a TQM Implementing Plan for your PSE by 15 April 1989. While I do not need to review your plan, as I have the Master Plan, it must be shared with the PLFAs. PLFA implementing plans will embody the salient points considered essential from your functional perspective.
4. I look forward to hearing of your TQM actions in the ensuing months. I expect your support and commitment to Total Quality Management so that we can speed the process of ingrainning this vital management philosophy and approach into our overall business strategy and operations.

1 Encl

CHARLES MCCAUSLAND
Lieutenant General, USAF
Director